

**QUARTERLY TASK ORDER  
PROGRESS REPORT**

**Kazakhstan Local Government Initiative  
TASK ORDER # 801**

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E&E/EEUD/UDH**

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**International City/County Management Association**

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## **Table of Contents:**

- I. Introduction
- II. Major Accomplishments (October-December 2001)
- III. Challenges/Remedial Actions Taken
- IV. Detailed Technical Description of the Work Planned for the Next Reporting Period
- V. Specific Actions Required of the Government to Assist in Resolution of a Problem or to Assist in Timely Progression of the Task Order

### **Annexes:**

Financial Information

## I. Introduction

Local government in Kazakhstan is a nexus for many of the key issues confronting the Republic's development. Thus, advocating for issues related to decentralization requires a thoughtful and comprehensive, democracy-based strategy at the local level. Local government officials are often not properly trained, hamstrung by a lack of budgetary resources, ineffective, and sometimes corrupt. Year three of the Local Government Initiative (LGI) – Kazakhstan builds on the foundation established by the first two and half years by helping to enable “more effective, responsible and accountable local governance” in Kazakhstan. The activities and the strategy undertaken by the International City/ County Management Association (ICMA) and its counterparts in reaching the Strategic Objective of USAID's Local Government Initiative follow this outline:

The strategies for achieving the Strategic Objective are based on the following indicators:

- I) Introduction of democratic practices (IR 2.3.1)
- II) Increased local government capacity (IR 2.3.2)
- III) Increased local government authority (IR 2.3.3)

The pursuit of these objectives will utilize a three-tiered; “osmotic” approach to sustainable, local government institution building:

- a) **local level** focus on pilot municipalities technical assistance and training;
- b) **nationwide** dissemination of proven best practices, and strengthening local institutions and;
- c) **national level** legislative change and policy implementation through sharing successful innovations.

During the Reporting Period of October-December, 2000 the following activities were undertaken by ICMA in Kazakhstan:

## II. Major Accomplishments (October-December 2001)

### *Highlights*

#### **October:**

##### ***Organizational and Functional Analysis in Pavlodar Oblast***

- A report by ICMA's STA Alan Edmond -- “Recommendations for Decentralization of Pavlodar Oblast Departments of Education and Healthcare”-- was delivered to the Pavlodar Oblast Akimat and discussed with Deputy Akeem Osponov. ICMA's further OFA technical advising in Pavlodar Oblast coincides with work on Program Budgeting and Community-Based Economic Development (CBED) in order to achieve a model for functional and fiscal decentralization within oblast management.

##### ***Community-Based Economic Development***

- STA Deborah Kimble held workshops in two small cities -- Ekibastus and Bayan Aul (Pavlodar Oblast) -- with the community based economic development councils created in May 2001. Deputy Akeem Osponov endorses Kimble's work. A concept paper of how to merge CBED, PBB, and OFA technical components was produced.

##### ***Public Participation in Pilot Municipalities***

- Pavlodar City Maslikhat held a public hearing on gas stations on Oct 5<sup>th</sup>
- Leninagrosk Maslikhat held an unprecedented public hearing on heating tariffs.
- Pavlodar Oblast held a public forum on new healthcare program on Oct 18<sup>th</sup>

### ***Resource Cities Partnerships (Almaty-Tucson, AZ)***

- On Oct.3, ICMA met with Almaty Deputy City Akim Mr. Dulkairov about the next steps on the Almaty/Tucson Resource Cities Partnership. On Oct. 4, Katya Stremetskaya met with EBRD about a loan that Almaty City Akimat was scheduled to receive for improvement of its solid waste system. On Oct. 8, she met with representatives from the Small Business Department (Serik Turzhanov, Director) and the Committee for Economics (Askar Nesypbayev, Deputy Chair) to discuss program issues in the Almaty-Tucson partnership.

### ***Training***

- First two ICMA modules in Public hearings and Citizen Participation translated into Kazakh language.
- The New League of Trainers has established affiliates in nine oblasts including Astana combining Pragma, Counterpart Consortium and ICMA trainers in an association of trainers in experiential methodology. ICMA worked with the League on preparing grant applications for 1) institutional capacity building, 2) an annual conference of all trainers nationwide and 3) a framework for standards and ethics for Kazakhstan trainers.
- Successful ToTs conducted in Kyzyl Orda and Taraz with 52 trained trainers.
- Applications received by ten Regional Training Centers' directors for an Exchange Program to Poland; eight will attend a two-week tour in January.

### ***Maslikhat Institutional Development***

- On October 23<sup>rd</sup>, ICMA delivered the first sets of the Maslikhat Handbook during a meeting of the Oblast Maslikhat Secretaries in Karaghandanda.
- ICMA supported a Parliamentary Roundtable on Local Self-Government and Local State Government attended by Oblast Maslikhat Secretaries on October 23<sup>rd</sup> in Karaghandanda. Attendees were exposed to international legislation and other materials.

### **November:**

#### ***Community-Based Economic Development***

- ICMA Regional Representative Inna Bandurina and ICMA Advisor Valery Chukov prepared a draft version of the Community-Based Economic Development Workbook to be reviewed by STA Debbie Kimble.

#### ***Program Budgeting***

- ICMA met with Barents Group after their initial needs assessments visit to Pavlodar, which helped the clarification of TA roles divided between ICMA, Barents and Abt. Associates.

#### ***Public Participation in Pilot Municipalities***

- On November 16, 2001 the Pavlodar City Administration, assisted by ICMA, in cooperation with Oblast administration and Kazakhs and Russian entrepreneurs conducted a conference called "Entrepreneurship: ways of economic cooperation between regions of Russian Federation and Kazakhstan"

- Public hearings on issues of poverty reduction, decentralization, utility tariffs, and community issues were held in Kyzyl-Orda, Kostanai, Almaty, Taraz, and Aktau.

***Resource Cities Partnerships( Naryn, Kyrgyzstan – Great Falls, Montana)***

- Detailed project extension proposal developed.

***Training:***

- Further cultivation of Regional Training Centers – work with Directors on the issue of trainers' salaries, financial management skills, curriculum capacity, institutional sustainability
- Conducted more ToTs and direct trainings; received direct trainings requests from Aktau, Kostanai, Petropavlovsk, Aktobe, and Uralsk.
- Signed contracts with four RTC directors (Almaty, Pavlodar, Atyrau, and Shymkent) to a survey trained alumni on the effectiveness of ICMA's training seminars.

**December:**

***Community-Based Economic Development***

- ICMA Regional Representative Inna Bandurina conducted the next meeting of the Community-Based Economic Development Workbook developers. All recommendations and proposals made by the developer were translated and submitted to STA Debbie Kimble for review.

***Public Participation in Pilot Municipalities***

- ICMA and Soros Foundation Kazakhstan signed an agreement to collaborate on municipal reform issues, workshops and citizen participation events starting in January.
- ICMA and NDI collaborate with political actors over a housing campaign to draw citizens into more democratically controlled housing associations.

***Coordination with Resource Cities (RC) Programs***

- Naryn, Kyrgyzstan – Great Falls, Montana: A trash truck was purchased for the city of Naryn in Bishkek with the technical assistance of Jim Carney of the Montana national guard under the auspices of the Great Falls delegation; funds for the truck were collected by the Great Falls delegation as a contribution to the partnership
- Almaty-Tucson, AZ: Eliseo Garza, a Solid waste expert from Tucson visited Almaty and worked with Almaty's Tartyt – a municipal communal enterprise - on issues of solid waste collection, management, disposal, and tariff setting. ICMA/Kaz staff helped organize the exchange and provided a liaison support between Mr. Garza and Almaty City. A workshop was organized in which Mr. Garza discussed solid waste management issues amongst professionals from different cities in Kazakhstan.

***Training***

- The Shymkent RTC translated the Citizen Participation seminar into Kazakh language. There have been requests in four oblasts to conduct this seminar locally.
- Meetings with developers of the CBED (Econ Dev) workbook were held. The second draft version on the workbook sections was presented to D. Kimble – ICMA STA. The next consideration of the module will take place on January 18, 2001. The book will be finished on STA Kimble's next visit.

- Analysis on a survey among RTC directors on the issue of RTC's technical/professional/curriculum capacity development was finished. The analysis will act as a baseline for further assistance of the RTCs.
- Two seminars on General Management in Ust Kamenogorsk were conducted.
- Finalists of Polish study tour in January for RTC directors have been identified.
- Together with USAID, ICMA held a roundtable on the USAID Local Government Survey on December 27<sup>th</sup>. Conclusions were drawn that the overall tendency for decentralization of functions and authority are greater than the previous year.

### ***Housing Policy Development***

- On December 5<sup>th</sup>, ICMA sponsored a roundtable on the New Draft Housing legislation on "KCKs and Other Forms of Condominiums" written by Majilis Deputy Tatiana Kvyatkovskaya in Almaty. In attendance were ICMA, ICNL, NDI and housing legal experts as well as NGO leaders and citizens. Shared were innovations from Shaktynsk and Almaty. A working group was formed to review the Housing law of Kazakhstan and provide recommendations to parliament.

### **Time Chart**

<b>Planned Project Accomplishments</b>	<b>Location</b>	<b>Actual Project Accomplishments</b>
Debbie Kimble continues work with ED Councils	Pavlodar Oblast	October 15-Nov 3 <sup>rd</sup>
Roundtable and Public Forum on RTC development with Kazakhstan's Agency for Civil Service and Oblast Heads	Shaktynsk	October 22 <sup>nd</sup>
Helena Delegation visits Pavloda	Pavlodar	Postponed till early 2002
Mark Hannafin visits Kyzyl Orda for RTC development	Kyzyrolda	Oct 11 <sup>th</sup> -13 <sup>th</sup>
Experimental Training Seminar	Kzyl-Orda,	October 1 <sup>st</sup> -12 <sup>th</sup>
Financial Management Training	Aturay,	October 15 <sup>th</sup> -18 <sup>th</sup>
Financial Management Training	Pavlodar	October 15 <sup>th</sup> - 16 <sup>th</sup>
Elected Leadership Training	Aturay Leninogorsk	October 18 <sup>th</sup>
Condo Management Training	Shynkent	October 15-17

Financial Management Training	Aturay	October 15-18
General Management Training	Kzyl-Orda	October 1-12 <sup>th</sup>
Elected Leadership Training	Shymkent	October 22 <sup>th</sup> --26 <sup>th</sup>
	Kzul-Orda	November 19-23 <sup>th</sup>
Training of Trainers	Taraz	October 15-26 <sup>th</sup>
How to conduct Public Hearings Training	Leninogorsk Kzul-Orda	October 18 <sup>th</sup> November 5-6 <sup>th</sup>
Condo Management Training	Almaty, Kostanai Aktubinsk	October 8-15 <sup>th</sup>
Financial Management Training for Condominiums	Almaty, Kostanai Aktubinsk	October 11-18 <sup>th</sup>
General Management Training	Aktobe	November 12-16
Training in Citizen Participation	Aturay Aktobe Shymkent	December 10-12 <sup>th</sup> December 4-6 <sup>th</sup> December 19-21 <sup>st</sup>
Financial Management 3, 4 Training	Atyrau	November 20-25 <sup>th</sup>
Training of Trainers	Karaghanda	November 18-30 <sup>th</sup>
	Uralsk	November 18-December 1 <sup>st</sup>
Financial Management 1, 2 Training	Shymkent	November 5-9 <sup>th</sup>
Financial Management 4 Training	Pavlodar	November 7-9 <sup>th</sup>
Condo Management Training	Astana	November 19-20 <sup>th</sup>
	Temirtau	November 5-6 <sup>th</sup>
Financial Management for Condominiums Training	Astana	November 21-23 <sup>rd</sup>
	Temirtau	November 7-9 <sup>th</sup>
Condo Management Training	Kzyl-Orda	December 10-11 <sup>th</sup>
Financial Management for Condominiums Training	Kzyl-Orda	December 12-14

General Management Training	Ust Kamenogorsk	December 3-7 <sup>th</sup> ; 10-14 <sup>th</sup>
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### III. Challenges/Remedial Actions Taken

N/A

### IV. Detailed Technical Description of the Work Planned for the Next Reporting Period

*The following activities are planned for the period January-March 2002:*

- Debbie Kimble and Larry Seale on CBED, program budgeting and OFA to Pavlodar, January 26<sup>th</sup>
- Hannafin, Osponov, Khodjashova, 8 RTC directors to Polish Foundation for the Support of Local Democracy, Warsaw, January 13<sup>th</sup> – 28<sup>th</sup>
- Small Cities Association meeting in Almaty with Soros Kaz/ LGI.
- RTC grant agreements signed.
- Pavlodar RTC printing agreement signed.
- Almaty to Tucson Resource Cities exchange.
- Helena to Pavlodar Resource Cities Exchange.
- Work on extension of Naryn-Great Falls Partnership.
- Changes in Administration: Bandurina, Regional Coordinator in Almaty; Zhaily. Omirbekova in Atyrau; Sergei Novik in Pavlodar as ICMA Representatives.
- Mark Hannafin will travel to to Pavlodar to discuss future plans with new administration.
- Rollout of CBED to Kostanai and Kyzyl-Orda.
- Training on General Management in Aktobe by Aturay RTC trainers.
- Training in Condominium Management in Temirtau, Aktobe, and Karaganda by trainers from, respectively, Pavlodar, Aturay, and Karaganda.
- Training in Financial Management of Condominium Associations in Temirtau, Aktobe, and Karaganda by trainers from, respectively, Pavlodar, Aturay, and Karaganda training centers.
- Training in Financial Management in Shymkent.
- Training on How to Hold Public Hearing in Petropavlovsk.
- Training on Municipal Budgeting in Semey.

### V. Specific Actions Required of the Government to Assist in Resolution of a Problem or to Assist in Timely Progression of the Task Order.

N/A